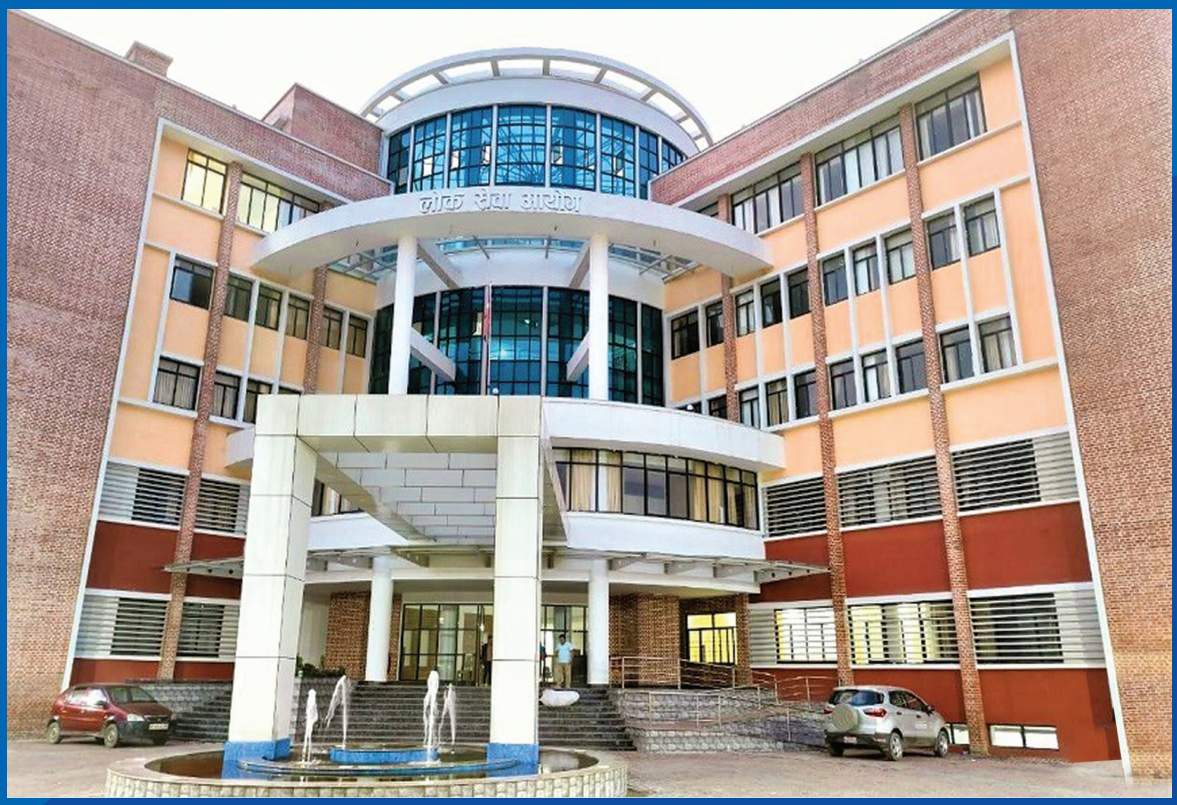
ISSN-2091-0533

निजामती सेवा पत्रिका

Civil Service Journal

वर्ष ४५, अङ्क १ र २, असार २०८२
Volume 1 & 2 Issue, July, 2025



लोक सेवा आयोग

PUBLIC SERVICE COMMISSION

लेख रचनाको लागि अनुरोध

यस आयोगबाट अर्धवार्षिक रूपमा प्रकाशित हुने निजामती सेवा पत्रिकामा लेख रचना प्रकाशित गराउन चाहने लेखक महानुभावहरूलाई आयोगमा प्राप्त हुने गरी लेख रचना पठाउन हार्दिक अनुरोध गरिन्छ । सार्वजनिक सेवा सम्बन्धी विविध पक्ष, आर्थिक गतिविधि र योजनाबद्ध विकाससँग सम्बद्ध मौलिक, खोजपूर्ण, विचार प्रधान तथा अनुसन्धानमूलक विषय समावेश भएका लेख रचनाहरू प्रकाशनको निमित्त ग्राह्य हुनेछन् । प्रकाशनार्थ पठाइने लेख रचनाको सुरुमा सारांश, अन्त्यमा निष्कर्ष र लेखमा प्रयोग भएका सन्दर्भ सामग्रीहरू संलग्न भएको हुनुपर्नेछ । यस पत्रिकामा प्रकाशनको लागि पठाइएका लेख रचनाहरू अन्यत्र प्रकाशन गर्नुपरेमा प्रकाशकको पूर्व स्वीकृति लिनुपर्नेछ । पत्रिकामा प्रकाशनार्थ प्राप्त लेख रचनाहरू स्वीकार गर्ने वा नगर्ने अधिकार सम्पादक मण्डलमा रहनेछ ।

आवरण तस्वीर : लोक सेवा आयोग

यस पत्रिकामा प्रकाशित हुने लेखहरूमा व्यक्त गरिएका विचारहरू लेखकका निजी विचार भएका हुनाले ती लेखहरूले लेखक कार्यरत वा लेख प्रकाशन गर्ने निकायको प्रतिनिधित्व गर्ने छैनन् ।

सम्पादक मण्डल

वीरबहादुर राई	माननीय सदस्य	अध्यक्ष
किरणराज शर्मा	सचिव	सदस्य
गीता कुमारी होमेगाई	सह-सचिव	सदस्य
एकनारायण शर्मा	उपसचिव	सदस्य
सविता अधिकारी लामिछाने	शाखा अधिकृत	सदस्य सचिव

योग्यता
निष्पक्षता
स्वच्छता

निजामती सेवा पत्रिका

Civil Service Journal

वर्ष ४५, अङ्क १ र २, असार २०८२
Volume 1 & 2 Issue, July, 2025

लोक सेवा आयोग

PUBLIC SERVICE COMMISSION

निजामती सेवा पत्रिका

वर्ष ४५, अङ्क १ र २, असार २०८२

प्रकाशक:

लोक सेवा आयोग, कमलपोखरी, काठमाडौं

पोष्ट वक्स नं. ८९७९, फ्याक्स: ९७७-१-४७७१४९०

फोन नं. : ४७७१४८८, ४७७१४९४, ४७७१५२८

E-mail: info@psc.gov.np, Website: www.psc.gov.np

सम्पादकीय

निजामती सेवाको पदमा नियुक्तिको लागि उपयुक्त उम्मेदवार छनौट गरी सिफारिस गर्ने तथा सुरक्षा निकाय र संगठित संस्थाहरूको लिखित परीक्षा सञ्चालन गर्ने संवैधानिक अधिकार प्राप्त लोक सेवा आयोगले स्वतन्त्र, निष्पक्ष र तटस्थ रूपमा आफ्नो कार्यसम्पादन गर्दै आएको छ। आयोग स्थापनाकालदेखि हालसम्म सर्वसाधारण जनताको आशा र भरोसाको केन्द्रको रूपमा रही आएको छ। यही विश्वासको आधारमा नेपालको संविधानले लोक सेवा आयोगको कार्य जिम्मेवारी समेत थप गरेको छ।

मुलुक संघीय शासन प्रणाली कार्यान्वयनको चरणमा रहेको वर्तमान सन्दर्भमा सम्पूर्ण निजामती कर्मचारी तथा अन्य सरकारी सेवाका कर्मचारीहरूको आशा र भरोसाको केन्द्रबिन्दुमा रही आफ्नो अभिभावकत्व निर्वाह गर्न एवम् स्थापनाकालदेखिको विश्वास समेतलाई जोगाई राख्न आयोग निरन्तर प्रयत्नशील रहँदै आएको छ।

प्रस्तुत अंकमा सार्वजनिक सेवा, निजामती प्रशासन तथा विकास प्रशासन, कानून तथा सार्वजनिक प्रशासनमा अध्यात्मिक चिन्तनको प्रयोग र त्यसले व्यक्तिगत तथा व्यावसायिक जीवनमा पार्ने प्रभाव जस्ता विषयसँग सम्बन्धित लेखहरू संग्रहित गरिएका छन् । यसबाट अनुसन्धानकर्ता, अध्येता तथा सार्वजनिक व्यवस्थापनका विषयमा सरोकार राख्ने सबैलाई सहयोग पुग्ने अपेक्षा गरिएको छ। साथै यस पत्रिकालाई अझ उत्कृष्ट बनाउन पाठकवर्गबाट सुझाव तथा पृष्ठपोषणको अपेक्षा गर्दछौं । पत्रिकाको लागि लेख रचना उपलब्ध गराई सहयोग गर्नुहुने विद्वान लेखकहरूप्रति कृतज्ञता प्रकट गर्दै आगामी दिनहरूमा समेत यस्तै सहयोग प्राप्त हुनेमा विश्वस्त छौं।

सम्पादक मण्डल

विषयसूची

नेपाली खण्ड

स्थानीय आर्थिक विकासको अवधारणा र यसको कार्यान्वयन १
डा. गोपीकृष्ण खनाल

नेपालकोसार्वजनिक वित्त व्यवस्थापनमा समसामयिक सुधारका पक्षहरू..... २०
सुरेश प्रधान

वित्तीय उत्तरदायित्वः नीति, कानून एवं व्यवहार ३४
रामु डोटेल

प्रशासन सुधारको प्रयास र प्राथमिकता..... ५१
शिवराम न्यौपाने

निर्वाचनमा आधारित लोकतन्त्रः विश्वमा नेपालको अवस्था ६६
कमल ज्ञवाली

अङ्ग्रेजी खण्ड

PSC and Diplomatic Service- Areas of Convergence and Divergence..... 80
Madan Kumar Bhattarai

The Role of Meritocracy in Public Sector Recruitment: A Critical Evaluation..... 89
Ramesh Kumar K.C.

Provincial Financial Management in Nepal: Struggles and Opportunities..... 101
Purushottam Sharma

Building Public Trust in Government: Issues and Prospects 116
Ram Babu Nepal

Gender and Social Inclusion in Public Service: Evaluating Affirmative Action Outcomes in Nepal's Civil Service 136
Sandeep Sapkota

Local Governance in Federal Nepal: A Critical Review..... 156
Khubi Ram Pokharel

Policy Recommendation for SME development in Nepal: Lesson from Japan for Nepal 165
Ratnesh Shashi
Deepika Sitaula

Recent Trends of Administration 175
Ram chandra Paudel

Economic Security and Connectivity in the BIMSTEC Region:
Charting a Course for Enhanced Cooperation 186
Pharshu Ram Bhattarai

Nijamati Sewa Patrika Volume 1 & 2 Issue, Asar, 2082, P 136-155
© 2082 Public Service Commission
http://psc.gov.np/10.3126/nijamatisewapatrika
www.psc.gov.np/nijamatisewapatrika
ISSN: 2091-0533

Gender and Social Inclusion in Public Service: Evaluating Affirmative Action Outcomes in Nepal's Civil Service

✍ **Sandeep Sapkota**

Abstract

This study critically evaluates the outcomes of affirmative action policies implemented in Nepal's civil service, with a particular focus on gender and social inclusion. Following the political transformation after the 2006 People's Movement, Nepal enacted significant reforms to make its civil service more inclusive, addressing historical exclusion of women, indigenous peoples, Madhesis, Dalits, and other marginalized communities. Through analysis of government employment data, policy frameworks, and implementation mechanisms, this research examines the effectiveness of these affirmative action measures over the past decade. Findings reveal that while representation has improved quantitatively across these groups, qualitative aspects of inclusion remain challenging, with structural barriers persisting in career advancement, decision-making participation, and institutional culture. The study identifies critical gaps between policy formulation and implementation, proposing evidence-based recommendations to strengthen Nepal's inclusion framework. These insights contribute to ongoing policy discussions around embedding sustainable diversity and inclusion within Nepal's governance structures, offering valuable guidance for policymakers at the Public Service Commission, National Planning Commission, and government ministries working toward genuine representation in public administration. Ultimately, this research underscores the need for a more transformative approach that goes beyond numerical targets to foster meaningful participation and equity in Nepal's civil service.

Keywords: gender equality, social inclusion, affirmative action, diversity policy, public administration, marginalized communities, policy implementation, institutional transformation

Introduction

Nepal's journey toward establishing an inclusive civil service represents a critical component of its broader democratization and state-restructuring process. Following decades of political struggle culminating in the Comprehensive Peace Agreement of 2006 and the promulgation of the Constitution of Nepal in 2015, the country has formally committed to principles of proportional inclusion and

participatory governance (Government of Nepal, 2015). These commitments emerged in response to historical patterns of exclusion that systematically marginalized women, indigenous nationalities (Adivasi Janajati), Madhesis, Dalits, Muslims, and people from remote geographical regions from state structures and services (Lawoti, 2017).

The civil service, as the permanent administrative machinery of the state, plays a pivotal role in policy implementation and service delivery. Its composition inevitably influences how policies are interpreted, resources allocated, and services delivered to diverse populations. Recognizing this, Nepal has instituted various affirmative action measures, most notably through the Civil Service Act amendments (2007) and subsequent legislation that reserved 45% of vacant positions for excluded groups, with specific quotas for women (33%), indigenous peoples (27%), Madhesis (22%), Dalits (9%), persons with disabilities (5%), and people from remote regions (4%) (Public Service Commission, 2023).

Despite these progressive policy frameworks, questions persist regarding their actual effectiveness in transforming Nepal's civil service into a truly inclusive institution. While numerical representation has shown some improvement, deeper structural issues related to workplace culture, advancement opportunities, decision-making influence, and institutional practices may continue to limit the meaningful inclusion of historically marginalized groups (Paudel & Shrestha, 2018). This gap between formal policy intentions and ground-level realities necessitates a comprehensive evaluation of affirmative action outcomes to strengthen future policy interventions.

This study therefore aims to critically analyze the implementation and outcomes of Nepal's affirmative action policies in the civil service through an intersectional lens that considers both gender and social identity dimensions. It examines quantitative trends in representation across different levels of administration while also exploring qualitative aspects of inclusion that affect the everyday experiences of civil servants from marginalized backgrounds. By identifying both achievements and persistent challenges, this research seeks to contribute to evidence-based policy refinements that can advance Nepal's constitutional vision of a diverse and representative bureaucracy.

Literature Review

Theoretical Foundations of Affirmative Action in Public Administration

Affirmative action policies in public administration draw theoretical justification from several complementary frameworks. The representative bureaucracy theory, pioneered by Kingsley (1944) and later expanded by Mosher (1968), argues that public institutions should mirror the demographic composition of the society they serve. This representation occurs at both passive levels (demographic resemblance) and active levels (substantive representation of diverse group interests). Riccucci and Van Ryzin (2017) further demonstrated that citizens perceive public services as more legitimate when delivered by a workforce reflecting the population's diversity, enhancing government-citizen relationships.

Social justice frameworks provide another theoretical foundation, positioning affirmative action as a corrective mechanism for historical discrimination. Fraser's (2009) conceptualization of justice encompasses recognition (cultural respect), redistribution (economic equity), and representation (political voice)—all dimensions relevant to civil service inclusion. These frameworks emphasize that mere numerical representation must be accompanied by substantive empowerment to achieve meaningful inclusion (Tamang, 2017).

Global Evidence on Affirmative Action Outcomes

International research presents mixed findings regarding affirmative action effectiveness. Studies from India's reservation system show significant improvements in public sector representation of Scheduled Castes and Tribes, though with continuing challenges in senior position attainment (Deshpande, 2017). Research from Malaysia's Bumiputera policies indicates improved ethnic representation in bureaucracy but raises questions about merit-based efficiency (Lee, 2021). South Africa's employment equity policies have demonstrated moderate success in racial transformation but slower progress in gender inclusion at top management levels (Burger & Jafta, 2016).

These comparative studies reveal common implementation challenges: resistance from traditionally dominant groups, difficulties in addressing intersectional disadvantages, tokenism risks, and backlash regarding perceived merit compromises. Success factors typically include strong monitoring mechanisms, leadership commitment, accountability systems, and complementary capacity-building programs (Peters et al., 2018).

Nepal's Social Exclusion Context

Nepal's social structure is characterized by complex overlapping hierarchies based on gender, caste, ethnicity, religion, language, and geography. Historical analyses by Gurung (2005) and recent studies by Lawoti (2017) document how hill high-caste males (particularly Brahmin, Chhetri) have dominated state institutions since Nepal's unification, establishing cultural, linguistic, and administrative hegemony that marginalized other communities.

The World Bank and DFID's landmark study "Unequal Citizens: Gender, Caste and Ethnic Exclusion in Nepal" (2006) provided empirical evidence of systematic exclusion across multiple dimensions. These disparities manifested in governance representation, with pre-reform civil service comprised of over 80% high-caste hill men despite representing only about 31% of the population (Awasthi & Adhikary, 2012).

Bennett et al. (2008) developed the Gender Equality and Social Inclusion (GESI) framework to analyze these intersecting forms of discrimination in Nepal, highlighting how gender disadvantages compound with caste, ethnic, and regional inequalities to create layered exclusion, particularly for women from marginalized communities. This framework has since informed policy approaches in Nepal, including civil service reforms.

Nepal's Policy Evolution Toward Inclusive Civil Service

Nepal's journey toward inclusive governance gained momentum with the post-conflict political transition. Maharjan (2018) traces how demands for inclusion, initially raised by ethnic movements in the 1990s, became central to the Maoist insurgency's agenda and ultimately found expression in the Comprehensive Peace Agreement and Interim Constitution of 2007.

The Second Amendment to the Civil Service Act in 2007 marked a watershed moment, introducing reservation quotas in recruitment. Subsequent legislation, including the Civil Servants Adjustment Act 2019 following federal restructuring, attempted to further strengthen inclusion provisions (Ministry of Law, Justice and Parliamentary Affairs, 2019). The Constitution of Nepal 2015 elevated these commitments, enshrining proportional inclusion as a fundamental right and directive principle.

Analysis by Bishwakarma (2021) highlights tensions between Nepal's inclusion frameworks and meritocratic civil service traditions, noting resistance from traditional bureaucratic elites. Khadka (2018) documents implementation challenges, including quota misuse by relatively privileged subgroups within marginalized categories and inadequate preparatory support for competitive examinations. These studies reveal gaps between policy intentions and implementation realities that require deeper investigation.

Research Gaps and Study Rationale

While existing research provides valuable insights into Nepal's affirmative action frameworks, significant gaps remain in understanding their comprehensive outcomes. Most studies focus narrowly on numerical representation without examining qualitative dimensions of inclusion or career progression patterns (Neupane, 2019). Limited attention has been paid to intersectional aspects that create distinct challenges for women from marginalized communities (Paudel, 2021).

Furthermore, the impacts of federal restructuring on inclusion dynamics remain underexplored, as do implementation variations across different government tiers. This study addresses these gaps through a comprehensive assessment of both quantitative and qualitative dimensions of inclusion outcomes, employing an intersectional analytical approach that considers multiple identity factors simultaneously.

Methodology

This research employed a mixed-methods approach to comprehensively evaluate affirmative action outcomes in Nepal's civil service, combining quantitative data analysis with qualitative inquiry to develop a nuanced understanding of both numerical representation and experiential dimensions of inclusion.

Data Sources and Collection

Primary quantitative data was obtained from the Public Service Commission (PSC) annual reports (2013-2023), Department of Civil Personnel Records, and the Ministry of Federal Affairs and General Administration's GESI audit reports. These sources provided comprehensive statistics on civil service composition across different service categories, levels, and demographic groups. Additional statistical information was drawn from Nepal's 2021 National Census and the Nepal Living Standards Survey to establish population benchmarks for proportional representation analysis.

Qualitative data collection involved semi-structured interviews with 42 key informants, including civil servants from diverse social backgrounds, human resource managers, PSC officials, policymakers, and civil society representatives working on inclusion issues. Four focus group discussions with women and members of marginalized groups in the civil service were conducted to explore lived experiences. Document analysis examined policy documents, implementation guidelines, parliamentary proceedings, and institutional reports related to affirmative action measures.

Analytical Framework

The analysis employed an intersectional analytical framework drawing on the Gender Equality and Social Inclusion (GESI) approach developed for Nepal's context (Bennett et al., 2008) and Fraser's (2009) three-dimensional justice framework. This enabled examination of inclusion outcomes across multiple dimensions:

1. **Numerical representation**: Analysis of demographic profiles across service categories and levels, comparing pre-reform and current composition with population benchmarks.
2. **Structural inclusion**: Assessment of mobility patterns, glass ceilings, access to decision-making positions, and participation in policy processes.
3. **Procedural inclusion**: Evaluation of recruitment, examination, promotion processes, and implementation of reservation provisions.
4. **Cultural inclusion**: Analysis of institutional environment, everyday discrimination experiences, and organizational practices affecting inclusion.
5. **Policy implementation gaps**: Identification of disjuncture between policy frameworks and implementation realities.

Limitations

The study faced several methodological constraints. First, inconsistencies in data categorization across different government databases complicated longitudinal analysis, particularly for subgroups within broader reservation categories. Second, the recent federal restructuring and civil service adjustment have created transitional data gaps that may affect trend analysis accuracy. Third, response bias may

be present in interview data, as participants might hesitate to discuss sensitive workplace experiences. These limitations were mitigated through data triangulation, transparent reporting of data constraints, and maintaining participant confidentiality.

Policy Framework for Inclusion in Nepal's Civil Service

Constitutional and Legal Provisions

Nepal's commitment to an inclusive civil service is anchored in its constitutional framework. The Constitution of Nepal 2015 explicitly establishes proportional inclusion as a fundamental right under Article 42, guaranteeing marginalized communities the right to participate in state structures based on principles of proportional inclusion (Government of Nepal, 2015). Article 285 specifically addresses civil service inclusion, mandating the federal government to make "inclusive provision for entry of citizens from all classes and communities into the government service" (Constitution of Nepal, 2015).

These constitutional principles are operationalized through specific legislation, most notably the Civil Service Act 1993 (with Second Amendment, 2007), which established the reservation system allocating 45% of vacant civil service positions to excluded groups. The Act carefully delineates quota distributions across six categories: women (33%), indigenous nationalities (27%), Madhesis (22%), Dalits (9%), persons with disabilities (5%), and individuals from remote areas (4%) (Public Service Commission, 2023). Subsequent amendments have refined implementation mechanisms, including the Civil Servants Adjustment Act 2019, which addressed inclusion concerns during the transition to federalism (Ministry of Law, Justice and Parliamentary Affairs, 2019).

Institutional Mechanisms

The Public Service Commission (PSC) serves as the primary implementation agency for affirmative action in recruitment, responsible for administering the reservation system in examination and selection processes. The PSC has established specialized units to handle inclusion-related responsibilities and has revised examination procedures to incorporate principles of fairness and accessibility (Public Service Commission, 2020).

Supporting this work, the Ministry of Federal Affairs and General Administration houses the Gender Equality and Social Inclusion Section, which monitors inclusion indicators across the civil service and provides policy guidance. Similarly, the National Inclusion Commission, established under Article 258 of the Constitution, has a mandate to monitor inclusion policy implementation across all state structures (National Inclusion Commission, 2022).

At the organizational level, most ministries and departments have established GESI focal units tasked with mainstreaming inclusion principles within their respective jurisdictions. These institutional arrangements create a multi-layered governance structure for implementing affirmative

action provisions, though coordination challenges between these entities have been documented (Administrative Reform Monitoring Committee, 2021).

Policy Evolution and Reform Trajectory

Nepal's journey toward an inclusive civil service has evolved through distinct phases. The initial phase (2007-2015) focused primarily on introducing reservation quotas in recruitment without substantial changes to organizational cultures or promotion systems. The constitutional codification in 2015 represented a second phase, elevating inclusion principles to fundamental rights and establishing specialized commissions for implementation oversight.

The current phase, coinciding with federal restructuring, presents both opportunities and challenges for inclusion. The massive civil service restructuring under federalism created openings for historically excluded groups but also risked reinforcing existing hierarchies if not carefully managed (Bhattachan, 2019). The emergence of provincial and local civil services under the new federal structure has necessitated harmonizing inclusion provisions across government tiers, a process still underway through the development of Provincial Civil Service Acts.

Throughout this evolution, policy approaches have gradually expanded from narrow quota-based interventions to more comprehensive frameworks addressing workplace environment, career development, and institutional transformation. However, this study's findings suggest significant gaps remain between these expanded policy intentions and implementation realities.

Quantitative Analysis of Representation Outcomes

Overall Representation Trends

Analysis of civil service composition data reveals measurable improvements in diversity since the introduction of affirmative action measures. The proportion of women in civil service increased from 8% in 2007 to 24.3% by 2022, representing a three-fold improvement, though still below their 51.5% population share (Department of Civil Personnel Records, 2022). Similarly, representation of indigenous nationalities rose from 14.2% to 21.9%, Madhesis from 11.3% to 15.8%, and Dalits from 1.8% to 5.7% during the same period (Public Service Commission, 2023).

These aggregate improvements demonstrate the reservation system's positive impact on workforce diversity. However, progress has been uneven across different excluded groups, with particularly slow advancement for Dalits and Muslims, who remain significantly underrepresented relative to their population share. The data also reveals acceleration in diversity gains following federal restructuring in 2017, when numerous new positions were created across all government levels.

Hierarchical Distribution and Glass Ceilings

Disaggregation of representation data by hierarchical level reveals persistent vertical segregation. Women and excluded groups remain predominantly concentrated in lower and non-d positions, with their representation decreasing progressively at higher administrative levels. As of 2022, women held only 12.7% of special class (highest administrative) positions despite constituting 24.3% of the overall civil service (Ministry of Federal Affairs and General Administration, 2022). Similarly, indigenous nationalities occupied only 9.8% of special class positions compared to their 21.9% overall representation.

This pattern indicates what scholarly literature terms the "sticky floor and glass ceiling" phenomenon, where marginalized groups enter the civil service but face barriers to upward mobility. Longitudinal analysis demonstrates that while representation has improved at entry levels, progress at decision-making levels has been significantly slower, requiring approximately 15 years for entry-level diversity improvements to begin reflecting in mid-level positions (Administrative Reform Monitoring Committee, 2021).

Intersectional Patterns

Intersectional analysis reveals complex patterns of advantage and disadvantage. Women from marginalized caste and ethnic groups face compound barriers, with Dalit women constituting less than 0.8% of the civil service despite representing approximately 7% of Nepal's population (Public Service Commission, 2023). Within each excluded category, more privileged subgroups tend to benefit disproportionately from reservation provisions. For instance, within the indigenous nationality's category, relatively advantaged groups like Newars have secured significantly more positions than more marginalized indigenous communities like Tamang or Tharu (Ministry of Federal Affairs and General Administration, 2022).

Geographic disparities compound these inequalities. Civil servants from remote districts remain underrepresented, particularly those from Province 2 (Madhesh Province) and Karnali Province, Nepal's least developed regions. These patterns suggest that affirmative action benefits have not been equitably distributed across all marginalized subgroups (National Inclusion Commission, 2022).

Service-wise Distribution Patterns

Representation varies substantially across different civil service segments. Women and excluded groups have achieved better representation in social sector services like health and education but remain significantly underrepresented in traditionally prestigious services such as Administration, Foreign Service, and Revenue, which offer greater authority and career advancement prospects (Department of Civil Personnel Records, 2022). Technical services show particularly low diversity, with engineering,

forestry, and agricultural services continuing to be dominated by men from traditionally advantaged groups.

This horizontal segregation creates what analysts' term "inclusion islands," where diversity improves in certain sectors while power centers remain homogeneous. Such patterns limit the transformative potential of affirmative action policies by constraining the influence of diverse perspectives in key policy domains (Bhattachan, 2019).

6. Qualitative Dimensions of Inclusion

Recruitment and Entry Barriers

Qualitative findings reveal persistent obstacles in the recruitment pipeline despite formal reservation provisions. Key informants highlighted several systemic barriers that disadvantage candidates from marginalized backgrounds. The centralized examination system, while standardized, privileges candidates with access to coaching centers and preparatory resources concentrated in urban areas, particularly Kathmandu Valley. Language barriers significantly impact candidates from non-Nepali mother tongue communities, as examinations and interviews predominantly use Nepali, disadvantaging many Madhesi and indigenous candidates (Focus Group Discussion, March 2023).

Information asymmetry constitutes another barrier, with awareness about civil service opportunities and application procedures disproportionately lower in excluded communities. A civil society representative noted: "Information about vacancies often doesn't reach rural areas until deadlines approach, and complex application procedures further discourage potential candidates from marginalized communities" (Interview, April 2023).

The financial burden of examination preparation creates additional hurdles. The protracted preparation period, coaching costs, and urban living expenses during examination phases pose substantial economic barriers for candidates from disadvantaged socioeconomic backgrounds. While some scholarship programs exist, they reach only a fraction of potential applicants (Dalit Civil Service Association, 2021).

Workplace Experiences and Institutional Culture

Interview data revealed profound gaps between formal inclusion and meaningful participation. Civil servants from marginalized backgrounds frequently reported experiencing "double standards" in performance evaluation, with their competence routinely questioned despite equal qualifications. A female indigenous civil servant in a mid-level position observed: "Even after fifteen years of service, I still face surprise when people discover my position. There's an unspoken assumption that people like me aren't qualified for decision-making roles" (Interview, February 2023).

Institutional cultures remain predominantly shaped by traditional norms, with informal networks and after-hours socialization-often inaccessible to women and those from different cultural backgrounds-continuing to influence professional opportunities. Several female respondents noted challenges navigating workplaces designed around male norms, from inflexible scheduling that conflicts with family responsibilities to inadequate facilities for women. These cultural barriers create what scholars' term "exclusion within inclusion," where formal representation occurs without substantive participation (Paudel & Shrestha, 2018).

Language and communication practices emerge as significant barriers in daily operations. Documents, meetings, and official communications predominantly use Nepali and English, disadvantaging staff from different linguistic backgrounds. This creates both practical challenges and symbolic marginalization for those whose cultural and linguistic identities differ from the dominant institutional culture (Nepal Federation of Indigenous Nationalities, 2020).

Career Advancement and Promotion Patterns

The research identified significant disparities in career progression, with promotion processes subtly disadvantaging candidates from marginalized backgrounds despite seemingly neutral criteria. Performance evaluation systems that emphasize subjective assessments by supervisors introduce potential bias into promotion decisions. A senior human resource manager acknowledged: "The current performance appraisal system gives substantial weight to supervisory evaluation, which can be influenced by conscious or unconscious biases" (Interview, March 2023).

Transfer and posting patterns reveal informal disparities, with civil servants from excluded groups more frequently assigned to remote or challenging locations, creating disruptions in career continuity. Additionally, access to career-enhancing opportunities like training, foreign exposure, and project assignments-critical for promotion eligibility-remains unequally distributed, with networks and patronage influencing selection (Administrative Reform Monitoring Committee, 2021).

Multiple respondents noted that while reservation policies have enabled entry, no equivalent mechanisms support career progression, creating what one participant called a "sticky floor" effect-entry without advancement potential. This pattern contributes to the persistent underrepresentation of marginalized groups in decision-making positions despite improved overall representation (Tamang, 2017).

Policy Implementation Challenges

The research identified several implementation gaps undermining policy effectiveness. Monitoring mechanisms remain weak, with limited accountability for achieving inclusion targets beyond recruitment. Data collection systems lack standardization across agencies, complicating consistent

tracking of representation patterns, particularly at sub-national levels (National Inclusion Commission, 2022).

Institutional resistance manifests in various forms, from passive non-compliance to active circumvention of reservation provisions. Several key informants noted cases where temporary appointments bypassed reservation requirements or where position classifications were manipulated to avoid quota applications. A senior policymaker observed: "There's sometimes strategic redesignation of positions to circumvent reservation requirements, reflecting institutional resistance to substantive change" (Interview, January 2023).

The quota system itself faces criticism for its design limitations. Current provisions treat categories as monolithic, without addressing intersectional disadvantages or significant disparities within categories. This enables relatively advantaged subgroups within each category to capture most benefits, perpetuating marginalization of the most disadvantaged (Bishwakarma, 2021).

Federalism implementation has created additional challenges, with unclear harmonization between federal and provincial civil service inclusion provisions. Provincial Service Commissions are developing varying approaches to reservation policies, potentially creating inconsistencies across government tiers (Ministry of Federal Affairs and General Administration, 2022).

7. Discussion and Analysis

Evaluating Progress Against Objectives

When evaluated against its stated objectives, Nepal's affirmative action policy shows mixed results. The primary goal of improving demographic representation has been partially achieved, with notable increases in women and marginalized groups' presence in the civil service. However, these improvements remain uneven across groups, hierarchical levels, and service categories, falling short of truly proportional representation (Lawoti, 2017).

The deeper objective of institutional transformation-creating a responsive, inclusive bureaucratic culture-shows less progress. Representation improvements have not automatically translated into influence on organizational practices or policy orientation. As Tamang (2017) notes, "numerical inclusion without voice transformation merely diversifies the implementing agents of unchanged systems" (p. 218). This assessment aligns with international scholarship distinguishing between "passive representation" (demographic presence) and "active representation" (substantive influence on governance approaches), with Nepal achieving more progress on the former than the latter (Riccucci & Van Ryzin, 2017).

Policy Design and Implementation Gaps

Analysis reveals several design and implementation shortcomings. First, the current framework emphasizes recruitment without equivalent attention to retention, workplace culture, or career advancement. This creates what Paudel and Shrestha (2018) term a "revolving door phenomenon," where marginalized groups enter but frequently exit due to unsupportive environments or limited advancement prospects.

Second, the reservation categories' broad design insufficiently addresses intersectional disadvantages and intra-group disparities. The system treats each category (women, indigenous nationalities, etc.) as homogeneous, enabling relatively advantaged subgroups to capture disproportionate benefits. This phenomenon, documented internationally as "creamy layer" effect, undermines the policy's ability to reach the most marginalized (Deshpande, 2017).

Third, implementation suffers from insufficient institutional capacity and coordination. While multiple entities hold inclusion-related mandates, coordination mechanisms remain weak, creating fragmented approaches. Limited resources allocated to supporting programs, such as preparation courses for excluded groups or mentorship initiatives, constrain policy effectiveness (National Inclusion Commission, 2022).

Structural Versus Accommodative Approaches

The findings highlight tensions between structural and accommodative inclusion approaches. Nepal's current framework predominantly employs accommodative measures that integrate marginalized groups into existing institutional structures without fundamentally transforming those structures. This approach improves representation but may inadvertently reinforce assimilation pressures, requiring excluded groups to adapt to dominant institutional cultures rather than creating genuinely inclusive environments (Bhattachan, 2019).

Structural approaches, by contrast, would address fundamental power relationships and institutional design elements that perpetuate exclusion. These include language policies, work arrangement flexibility, recognition of diverse knowledge systems, and transformation of institutional cultures. Interview data suggests limited progress on these structural dimensions, with institutional environments remaining aligned with traditional norms despite increased diversity (Nepal Federation of Indigenous Nationalities, 2020).

Federal Restructuring Implications

Nepal's transition to federalism creates both opportunities and challenges for civil service inclusion. Positively, the massive expansion of public service positions across three government tiers has opened

unprecedented entry opportunities for excluded groups. Provincial and local governments, operating closer to diverse communities, potentially offer more accessible entry points and culturally responsive working environments (Ministry of Federal Affairs and General Administration, 2022).

However, federal restructuring has also created implementation complexities. Varying approaches to inclusion across provincial civil services risk creating inconsistent standards, while the redeployment of civil servants during adjustment processes sometimes reinforced existing hierarchies. A senior policymaker observed: "The adjustment process often prioritized seniority and existing hierarchies over inclusion considerations, sometimes reversing diversity gains in certain departments" (Interview, March 2023).

These tensions reflect broader challenges in balancing technical administrative considerations with transformative inclusion objectives during Nepal's state restructuring process. How these tensions resolve will significantly influence long-term inclusion outcomes in the restructured civil service.

8. Policy Recommendations

Based on the empirical findings and analysis, this study proposes several evidence-based recommendations to strengthen Nepal's civil service inclusion framework:

Refining the Reservation System

The current quota system requires refinement to address identified limitations while preserving its positive impact on representation. Sub-categorization within broad reservation categories would address the "creamy layer" effect by ensuring benefits reach the most disadvantaged subgroups within each category. For example, within the indigenous nationality's category, disaggregated quotas for highly marginalized, marginalized, and disadvantaged groups would promote more equitable benefit distribution (National Inclusion Commission, 2022).

Implementation could be strengthened through improved monitoring mechanisms that track not only overall representation but also promotion patterns, departmental distribution, and retention rates for excluded groups. Regular public reporting of these metrics would enhance accountability for substantive inclusion beyond recruitment (Bishwakarma, 2021).

Beyond Quotas: Career Advancement Interventions

To address identified career progression barriers, complementary measures supporting advancement of excluded groups are needed. Structured mentorship programs pairing senior officials with promising staff from underrepresented backgrounds could help navigate institutional environments and build professional networks. Leadership development programs specifically targeting high-potential staff

from marginalized groups would build capacity for senior positions (Ministry of Federal Affairs and General Administration, 2022).

Performance evaluation systems require reform to minimize subjective biases affecting promotion decisions. More transparent, criteria-based assessment frameworks with diverse evaluation committees would reduce potential discrimination in career advancement processes. Special incentives for departments demonstrating exceptional progress on diversity at senior levels could accelerate cultural change (Administrative Reform Monitoring Committee, 2021).

Institutional Culture Transformation

Achieving meaningful inclusion requires addressing institutional cultures that subtly marginalize diverse perspectives. Mandatory diversity and inclusion training for managers would build awareness of unconscious biases and inclusive leadership practices. Language policy reforms expanding official use of diverse languages would create more inclusive communication environments, particularly important in a multilingual society like Nepal (Nepal Federation of Indigenous Nationalities, 2020).

Flexible work arrangements accommodating diverse needs, particularly for women balancing family responsibilities, would remove structural barriers to full participation. Recognition and celebration of diverse cultural practices within institutional settings would signal genuine valuing of diversity beyond numerical representation (Tamang, 2017).

Harmonizing Federal and Provincial Approaches

With civil service functions now distributed across federal, provincial, and local governments, harmonized approaches to inclusion are essential. Development of model provincial civil service legislation incorporating robust inclusion provisions would promote consistent standards across government tiers. Inter-governmental coordination mechanisms focusing on inclusion policy implementation would facilitate experience sharing and standard-setting across jurisdictions (Ministry of Federal Affairs and General Administration, 2022).

Special attention should be given to local governments, where numerous new civil service positions are being created. Technical assistance to local governments in implementing inclusive recruitment and workplace practices would capitalize on the unprecedented opportunity for diversification presented by local government expansion (Administrative Reform Monitoring Committee, 2021).

Strengthening Preparation and Support Systems

To address upstream barriers in the recruitment pipeline, expanded preparation support for civil service aspirants from marginalized backgrounds is needed. Scholarship programs covering examination

preparation costs would reduce financial barriers for economically disadvantaged candidates. Decentralized coaching centers in underrepresented regions would improve geographical access to preparation resources (Public Service Commission, 2020).

Information dissemination through culturally appropriate channels and languages would address awareness gaps in excluded communities. Specialized orientation programs introducing civil service career pathways to students from underrepresented groups could build longer-term interest in public service careers (Dalit Civil Service Association, 2021).

9. Conclusion

This comprehensive analysis of affirmative action outcomes in Nepal's civil service reveals a complex picture of progress, persistent challenges, and emerging opportunities. The reservation policy has demonstrably improved numerical representation of women and marginalized communities, marking significant progress from the pre-reform homogeneity of Nepal's bureaucracy. However, these quantitative improvements have not automatically translated into qualitative transformation of institutional cultures, decision-making influence, or career advancement patterns.

The findings highlight critical gaps between policy intentions and implementation realities. While legal frameworks espouse comprehensive inclusion principles, implementation has predominantly focused on recruitment quotas without equivalent attention to workplace environments, career progression barriers, or structural factors perpetuating exclusion. The result is a civil service that is more diverse in composition but not yet fundamentally transformed in its operational culture or power dynamics.

Nepal's federal restructuring presents an unprecedented opportunity to accelerate inclusion by designing more responsive governance systems across government tiers. However, realizing this potential requires addressing identified implementation challenges, harmonizing approaches across jurisdictions, and moving beyond accommodative approaches toward structural transformation of institutional environments.

For policymakers at the Public Service Commission, National Planning Commission, and Ministry of Federal Affairs and General Administration, these findings underscore the need for a comprehensive approach that addresses both entry barriers and post-recruitment inclusion challenges. The recommendations offered provide concrete pathways to strengthen Nepal's inclusion framework, ensuring it delivers on the constitutional promise of proportional, meaningful representation in governance structures.

As Nepal continues its political and administrative transformation, building a truly inclusive civil service remains fundamental to ensuring responsive governance that addresses the needs of its diverse population. The evidence presented in this study provides a foundation for evidence-based policy refinements that can advance this essential aspiration of Nepal's democratic transition.

Tables and Figures

Table 1: Representation of Different Social Groups in Nepal's Civil Service (2007-2022)

Social Group	Population Share (%)	Civil Service Representation (%)				Representation Index*
		2007	2012	2017	2022	2022
Women	51.5	8.0	15.3	19.8	24.3	0.47
Indigenous Nationalities	36.0	14.2	17.0	19.5	21.9	0.61
Madhesis	27.5	11.3	12.5	14.1	15.8	0.57
Dalits	12.6	1.8	3.1	4.5	5.7	0.45
Muslims	4.4	0.6	1.0	1.5	1.9	0.43
Persons with Disabilities	1.9	0.3	0.7	1.1	1.4	0.74
Remote Areas	3.5	2.0	2.8	3.1	3.3	0.94
Brahmin-Chhetri	28.7	67.2	61.5	55.9	49.0	1.71

*Representation Index = Share in civil service / Share in population (2022)

Source: Public Service Commission Annual Reports (2007-2022); Nepal Census 2021

Table 2: Hierarchical Distribution of Different Social Groups in Nepal Civil Service (2022)

Position Level	Women (%)	Indigenous (%)	Madhesis (%)	Dalits (%)	Brahmin-Chhetri (%)
Special Class	12.7	9.8	7.3	1.2	78.5
First Class	15.4	12.7	9.8	2.8	71.5
Second Class	17.9	16.5	11.5	4.1	65.8
Third Class	25.3	22.7	16.2	6.5	50.3
Non-Gazetted	29.5	27.9	18.6	7.2	42.5
Overall	24.3	21.9	15.8	5.7	49.0

Source: Department of Civil Personnel Records (2022)

Table 3: Service-wise Distribution of Excluded Groups in Nepal Civil Service (2022)

Service Category	Women (%)	Indigenous(%)	Madhesis (%)	Dalits (%)	Others (%)
Administration	28.5	19.8	16.3	5.9	29.5
Health	42.1	25.7	13.8	4.9	13.5
Education	34.6	27.3	15.2	7.1	15.8
Engineering	13.2	17.5	14.6	3.2	51.5
Agriculture	16.8	20.1	17.5	4.3	41.3
Forestry	12.5	24.6	12.1	3.7	47.1
Foreign Service	18.3	11.2	8.9	1.5	60.1
Revenue	21.5	14.6	17.2	2.9	43.8
Overall	24.3	21.9	15.8	5.7	32.3

Source: Ministry of Federal Affairs and General Administration (2022)

Table 4: Implementation Progress of Reservation Quotas in Civil Service Recruitment (2013-2022)

Fiscal Year	Total Vacancies	Reserved Positions	Filled Through Reservation				
			Women (%)	Indigenous Nationalities (%)	Madhesis (%)	Dalits (%)	Others* (%)
2013/14	8,342	3,754	85.6	79.8	72.3	65.1	61.7
2014/15	7,016	3,157	88.3	80.5	75.2	68.7	63.5
2015/16	9,267	4,170	92.7	84.1	77.9	71.5	66.8
2016/17	8,154	3,669	93.5	86.3	80.2	75.4	72.1
2017/18	12,563	5,653	95.8	89.7	83.5	79.2	75.4
2018/19	15,972	7,187	97.3	91.2	85.6	81.8	77.9
2019/20	11,486	5,169	98.1	93.5	87.8	84.3	80.2
2020/21	9,345	4,205	99.2	95.6	89.5	87.1	82.6
2021/22	14,267	6,420	99.5	96.2	91.3	88.5	85.3

**Others include persons with disabilities and individuals from remote areas*

Source: Public Service Commission Annual Reports (2013-2022)

Table 5: Key Barriers to Meaningful Inclusion in Nepal's Civil Service (Based on Qualitative Research)

Inclusion Dimension	Identified Barriers	Implementation Challenges	Policy Gaps
Recruitment and Entry	✓ Language barriers in examination ✓ Geographic concentration of preparation resources ✓ Economic cost of preparation ✓ Information asymmetry about opportunities	✓ Limited preparation support programs ✓ Centralized examination system ✓ Inadequate outreach in remote areas	✓ Focus on quotas without addressing preparatory inequalities ✓ Insufficient support mechanisms for candidates from disadvantaged backgrounds
Workplace Experience	✓ Persistent discrimination and stereotyping ✓ Dominant cultural norms in institutional settings ✓ Limited recognition of diverse cultural knowledge ✓ Language barriers in daily operations	✓ Weak grievance mechanisms ✓ Limited accountability for discriminatory practices ✓ Absence of diversity training for managers	✓ Focus on numerical representation without workplace culture transformation ✓ Limited attention to linguistic inclusion
Career Advancement	✓ Subjective performance evaluation systems ✓ Unequal access to career-enhancing opportunities ✓ Limited mentoring and sponsorship ✓ Disparities in transfer and posting patterns	✓ No equivalent quotas for promotion ✓ Informal networks influencing opportunities ✓ Limited tracking of promotion patterns	✓ Absence of affirmative measures for advancement ✓ Insufficient monitoring of career progression patterns

Inclusion Dimension	Identified Barriers	Implementation Challenges	Policy Gaps
Policy Implementation	✓ Resistance from traditional bureaucratic elites ✓ "Creamy layer" effect within excluded categories ✓ Limited institutional capacity for implementation ✓ Poor coordination between responsible agencies	✓ Weak monitoring mechanisms ✓ Limited sanctions for non-compliance ✓ Fragmented implementation responsibility ✓ Data gaps and inconsistencies	✓ Broad category definitions without addressing sub-group disparities ✓ Limited resources allocated for implementation ✓ Focus on compliance rather than outcomes

Source: Synthesis of interview data and focus group discussions (2022-2023)

Figure 1: Trends in Women's Representation Across Civil Service Levels (2007-2022)

Year	Non-Gazetted (%)	Third Class (%)	Second Class (%)	First Class (%)	Special Class (%)
2007	9.8	7.5	5.3	3.1	0.0
2012	18.7	14.2	9.8	7.5	4.2
2017	24.9	21.5	15.1	13.9	8.5
2022	29.5	25.3	17.9	15.4	12.7

Source: Department of Civil Personnel Records (2007-2022)

Figure 2: Comparative Satisfaction Levels Among Civil Servants from Different Social Groups (2022)

Satisfaction Dimension	Women	Indigenous Nationalities	Madhesis	Dalits	Brahmin-Chhetri
Career Advancement Opportunities	3.2	3.4	3.1	2.7	4.1
Workplace Culture	3.1	3.3	3.0	2.8	4.3
Performance Recognition	3.0	3.1	2.9	2.6	4.2
Decision-making Participation	2.8	2.9	2.7	2.4	4.0
Training & Development Access	3.3	3.2	3.0	2.9	4.2
Overall Job Satisfaction	3.4	3.5	3.2	3.0	4.4

Scale: 1 (Very Dissatisfied) to 5 (Very Satisfied)

Source: Civil Service Satisfaction Survey (2022)

Figure 3: Provincial Variation in Civil Service Representation of Excluded Groups (2022)

Province	Women (%)	Indigenous Nationalities (%)	Madhesis (%)	Dalits (%)	Others (%)
Province 1	25.7	29.5	11.2	5.8	27.8
Madhesh Province	20.3	8.7	37.5	4.9	28.6
Bagmati Province	28.6	30.5	7.8	5.2	27.9
Gandaki Province	26.9	28.7	6.4	7.1	30.9
Lumbini Province	23.8	22.4	19.5	6.8	27.5
Karnali Province	19.5	13.8	4.7	6.3	55.7
Sudurpaschim Province	18.7	12.5	8.3	7.2	53.3
Federal Level	24.6	22.3	15.1	5.1	32.9
National Average	24.3	21.9	15.8	5.7	32.3

Source: Ministry of Federal Affairs and General Administration (2022)

References

Administrative Reform Monitoring Committee. (2021). ***Civil service reform implementation assessment report.*** Government of Nepal, Office of the Prime Minister and Council of Ministers.

Awasthi, G. D., & Adhikary, R. (2012). ***Changes in Nepalese civil service after the adoption of inclusive policy and reform measures.*** Support to Participatory Constitution Building in Nepal, UNDP.

Bennett, L., Dahal, D. R., & Govindasamy, P. (2008). ***Caste, ethnic and regional identity in Nepal: Further analysis of the 2006 Nepal Demographic and Health Survey.*** Macro International Inc.

Bhattachan, K. B. (2019). Nepal's federalism and inclusion framework: Indigenous peoples' response to state restructuring. In M. Lawoti & D. Pahari (Eds.), ***Towards a Federal Nepal: Inclusion and Restructuring of the Nepali State*** (pp. 147-168). Routledge.

Bishwakarma, M. (2021). Bureaucratic representation and inclusive policy implementation in Nepal. ***Journal of Ethnic and Migration Studies****, 47*(12), 2854-2871. https://doi.org/10.1080/1369183X.2020.1857230

Burger, R., & Jafta, R. (2016). Affirmative action in South Africa: An empirical assessment of the impact on labour market outcomes. In R. M. Bird & J. Martinez-Vazquez (Eds.), ***Taxation and development:*** *The weakest link?* (pp. 229-258). Edward Elgar Publishing.

Constitution of Nepal. (2015). ***Constitution of Nepal***. Law Commission of Nepal. http://www.lawcommission.gov.np/en/archives/981

Dalit Civil Service Association. (2021). ***Status of Dalits in Nepal civil service: Achievements, challenges and way forward.*** Dalit Civil Service Association Nepal.

Department of Civil Personnel Records. (2022). ***Annual report on civil service statistics 2022.*** Ministry of Federal Affairs and General Administration, Government of Nepal.

Deshpande, A. (2017). ***Affirmative action in India.*** Oxford Research Encyclopedia of Economics and Finance. https://doi.org/10.1093/acrefore/9780190625979.013.355

Fraser, N. (2009). ***Scales of justice: Reimagining political space in a globalizing world.*** Columbia University Press.

Government of Nepal. (2015). ***Constitution of Nepal.*** Ministry of Law, Justice and Parliamentary Affairs. http://www.lawcommission.gov.np/en/archives/constitution-of-nepal

Gurung, H. (2005). ***Social exclusion and Maoist insurgency.*** Paper presented at National Dialogue Conference on ILO Convention 169 on Indigenous and Tribal Peoples, Kathmandu, Nepal.

Khadka, M. (2018). ***Affirmative action policy in Nepal's civil service: Assessing implementation challenges.*** Unpublished doctoral dissertation, Tribhuvan University, Nepal.

Kingsley, J. D. (1944). ***Representative bureaucracy: An interpretation of the British civil service.*** The Antioch Press.

Lawoti, M. (2017). Informal institutions and exclusion in democratic Nepal. In D. J. Gellner & S. Hangen (Eds.), ***Ethnic activism and civil society in South Asia (pp. 137-173)***. SAGE Publications.

Lee, H. A. (2021). Affirmative action in Malaysia: Education and employment outcomes since the 1990s. ***Journal of Contemporary Asia, 51(5),*** 832-853.

Maharjan, R. K. (2018). Politics of representation in Nepal: Inclusion framework in post-conflict transformation. ***European Bulletin of Himalayan Research***, 53, 27-46.

Ministry of Federal Affairs and General Administration. (2022). ***Progress report on civil service inclusion.*** Government of Nepal.

Ministry of Law, Justice and Parliamentary Affairs. (2019). ***Civil Servants Adjustment Act 2019***. Law Commission of Nepal. http://www.lawcommission.gov.np/en/archives/category/documents/prevailing-law/statutes-acts

Mosher, F. C. (1968). ***Democracy and the public service***. Oxford University Press.

National Inclusion Commission. (2022). ***Annual report on the status of inclusion in state organs.*** Government of Nepal.

Nepal Federation of Indigenous Nationalities. (2020). ***Indigenous peoples in Nepal's civil service: Status, challenges and recommendations.*** NEFIN Policy Brief Series.

Neupane, D. (2019). Two decades of inclusion policy in Nepal's public sector: Implementation gaps and future priorities. ***Journal of Development Policy Review,*** 5(2), 45-63.

Paudel, N. R. (2021). Gender and social inclusion in Nepal's bureaucracy: Policy rhetoric and practice reality. ***Administration & Society,*** 53(9), 1497-1523. https://doi.org/10.1177/0095399721997731

Paudel, N. R., & Shrestha, M. B. (2018). Promoting accountability in public service delivery through social accountability approaches in Nepal. ***International Public Management Review***, 19(1), 76-89.

Peters, B. G., Schröter, E., & von Maravić, P. (2018). Representative bureaucracy: Concept, driving forces, strategies. In P. von Maravić, B. G. Peters, & E. Schröter (Eds.), ***Representative bureaucracy in action*** (pp. 21-43). Edward Elgar Publishing.

Public Service Commission. (2020). ***Strategic plan 2020-2025***. Government of Nepal.

Public Service Commission. (2023). ***Annual report 2022/2023***. Government of Nepal.

Riccucci, N. M., & Van Ryzin, G. G. (2017). Representative bureaucracy: A lever to enhance social equity, coproduction, and democracy. ***Public Administration Review,*** 77(1), 21-30. https://doi.org/10.1111/puar.12649

Tamang, S. (2017). Inclusion/exclusion politics and practices of the state: Affirmative action in Nepal. In M. Sekhar & S. Bisht (Eds.), ***State of social inclusion in Nepal: Emerging issues and the way forward*** (pp. 213-245). Kathmandu University School of Education.

World Bank & DFID. (2006). ***Unequal citizens: Gender, caste and ethnic exclusion in Nepal***. World Bank and DFID.

निजामती सेवा पत्रिका

लोक सेवा आयोग

कमलपोखरी, काठमाडौं

फोन नं. : ४७७१३५५, ४७७१४९२

E-mail: info@psc.gov.np

Website: www.psc.gov.np

ISSN-2091-0533